

**Town of Tiverton  
Budget Committee  
Meeting  
Tiverton Town Hall  
Thursday, 12 March 2009  
7:00p.m.**

Chairman Jeff Caron called the meeting to order at approximately 7p.m. Attending members were: Jeff Caron, Rob Coulter, Dave Perry, Sanford Mantell, Joe Bento, Alex Cote, Art Moller, Ray Joubert, Tom Parker, Dan Rapoza, and Cynthia Nebergall.

1. Budget testimony and discussion of the following:
  - a. Historical Society – no representative present
  - b. Veterans Plot – Pocasset Cemetery – no representative present
  - c. Fire/Rescue Community Training – no representative present
  - d. Garden Club – no representative presented testimony on the requested budget
  - e. Arts Council – no representative present
  - f. Tree Committee – no representative present
  - g. Recycling Committee – no representative present
  - h. Fort Barton Park Maintenance – no representative present
  - i. Wildlife Rehabilitators Association of RI – no representative present
  - j. Eastern RI Cooperative Extension Association – no representative present
  - k. Visiting Nurses – Newport County – no representative present
  - l. Little Compton Nursing Association – no representative present
  - m. East Bay Community Action – no representative present
  - n. Newport County Women's Resources – no representative present
  - o. Newport County Mental Health Association – no representative present
  - p. Municipal Court – As Mrs. Nancy Mello, Town Clerk, was not present because

she was meeting with the Town Council in Executive Session in another room, Mr. Caron asked for a motion to take up agenda item 3i, Planning Board, out of order and to return to item 1.p. Municipal Court when the Executive Session concluded. Rob Coulter so moved and the motion was seconded by Dave Perry. The motion passed unanimously.

**3. i. Planning Board**

Steve Hughes, Chairman of the Planning Board, reviewed the requested budget. There was discussion regarding the stipend for the Administrative Officer. Prior to last year, Administrative Officers were members of the Planning Board and they waived the stipend. Last year the Town Planner was the Administrative Officer and the Planner did not receive the stipend in addition to his compensation from the Town as an employee. The current Administrative Officer is also an employee of the Town and it is proposed that the employee be paid the stipend in addition to the employee's compensation. Discussion ensued regarding the Professional and Technical Services and Mr. Hughes said that the Town received reimbursement from developers for about 50% of engineering consulting services incurred by the Planning Board.

Mr. Jim Rego, Chairman of the Board of Canvassers, requested to speak to the Committee and Rob Coulter moved that the Committee add an item to the agenda to

discuss voting and voting machines at the Financial Town Meeting. The motion was seconded by Alex Cote and passed unanimously. Mr. Rego requested that the Committee request that the Town Council provide voting machines at the Town Financial Meeting so that the electors may vote by ballot if so desired. Mr. Rego said that the voting machines would ensure an accurate vote. He also suggested that, in the event of votes by hand counts, two counters count each vote and cross check their tallies. Mr. Rego also suggested that the electors be given brightly colored wristbands instead of hand stamps so that there is more assurance that only electors are voting at the Financial Town Meeting. Mr. Coulter requested that this matter be placed on the agenda for the next meeting so that any persons wishing to comment would have notice and be able to do so.

Rob Coulter moved to take agenda item 4, Public Comment, out of order. The motion was seconded by Dave Perry and passed unanimously.

#### 4. Public Comment.

Mr. Joe Sousa inquired as to the amount of the unfunded liability for the police pension fund. Mr. Sousa expressed concern that the liability is growing and not adequately funded. Rob Coulter noted that he had proposed policies recognizing all unfunded liabilities and a corrective plan as necessary. Mr. Don Bollin, President of the Town Council, said that the report of pension liabilities may be available from the Treasurer.

#### 1.p. Municipal Court.

Cynthia Nebergall submitted a form of recusal (copy attached) on this matter to the Chairman and left the building. Nancy Mello, Town Clerk, reviewed the requested budget and stated that in the current year the budget will not meet the annual expenses.

2. Town Council, Legal Services, and FY10 municipal budget testimony and discussion. Town Councilors present were Don Bollin, President, Jay Lambert, Ed Roderick, Joann Arruda, Louise Durfee, Hanibal Costa. Mr. Bollin reviewed the requested budget. Mr. Jim Goncalo said it is unknown whether there would be a number entered in the line item "future needs" because the Town Council would be in negotiations with the Teamsters, Firefighters, and Police Unions. Discussion ensued regarding the date of the Financial Town Meeting as the amount of aid the Town will receive from the State will likely not be certain on 09 May, the date of the Financial Town Meeting. Mr. Bollin reviewed the Legal Budget and some Town Councilors indicated that the amount proposed would be needed for public employee union litigation. Mr. Caron distributed to the Town Councilors copies of the Revenue and Taxation Worksheets that had been distributed to the Committee at the 11 March meeting.

Rob Coulter submitted to the Chairman a Statement of Conflict of Interest, a copy of a request for an advisory opinion from the Ethics Commission, and a copy of a letter from Mr. Coulter's wife, Danielle Coulter, to the Chairman of the School Committee (copies attached).

Mr. Caron advised the Committee that at the commencement of the meeting he received a copy of an opinion from the Solicitor that the amendments to the Charter are effective

prior to adoption by the General Assembly and therefore the Financial Town Meeting will be the second Saturday in May. (Copy attached.)

5. Discussion of Taxation.

Jeff Caron asked the Committee members for any corrections to the Taxation and Revenue Worksheets which had been distributed at the previous meeting, 11 March. Ray Joubert asked whether the amount reflected in Line 10, "FY09 additional amount to bring General Fund to 3% - Resolve #9 was accurate. Mr. Caron said he would investigate the matter. Sanford Mantell noted that the descriptive formulae in the "Source" column of Lines 29 and 30 was incorrect.

6. Schedule Planning.

Mr. Caron advised the Committee that at the commencement of the meeting he had received a copy of the Solicitor's opinion stating that the amendments to the Charter are effective presently even though the amendments have not yet been adopted by the General Assembly and, therefore, the Financial Town Meeting will be held on the second Saturday in May, 09 May. Mr. Caron asked the Committee members for any corrections to the Working Schedule and none were offered. Mr. Caron reviewed the proposed schedule and requested Committee members prepare to state their view and vote on a tax levy goal at the next meeting, 18 March.

7. Discussion of budgets.

Jeff Caron distributed and reviewed four documents: Fire Department Analysis – 7 Man Minimum Manning (current staffing); Fire Department Analysis – 6 Firefighter Staffing; Fire Department Analysis – 5 Firefighter Staffing; Police Department Analysis (copies attached). Mr. Bollin argued that the Town must honor the existing contract, after it has expired, until a new contract is agreed. General discussion ensued.

The meeting adjourned at approximately 10:30p.m.

Respectfully submitted,  
Cynthia Nebergall, Secretary

Robert Coulter  
34 Lawton Avenue  
Tiverton, Rhode Island 02878

(401) 525-0469

March 7, 2009

Mr. Jeffrey Caron  
Chairman  
Budget Committee  
Town of Tiverton  
Tiverton, Rhode Island

VIA HAND DELIVERY AT THE TIVERTON BUDGET COMMITTEE MEETING OF  
MARCH 11, 2009

STATEMENT OF CONFLICT OF INTEREST

Dear Chairman Caron:

Please kindly include in the official record of the Tiverton Budget Committee this letter which will operate as a Statement of Conflict of Interest. Please include as well a copy of my March 7, 2009 request for an advisory opinion from the Rhode Island Ethics Commission. I have also included a certain letter from Danielle Coulter indicating her refusal to accept any stipend for the fiscal year beginning July 1, 2009 and ending June 30, 2010 until the Ethics Commission expresses a written opinion that would allow her to receive any such stipends.

I am a member of the Budget Committee and my spouse, Danielle Coulter, is a member of the School Committee. To the extent that the Budget Committee might act upon a specific item relating to compensation for School Committee members, a conflict of interest could arise.

It is my intent to recuse myself in the event the Committee specifically discusses or individually votes upon on any specific item relating to stipends or other compensation to School Committee members. I note that no such discussion or voting has yet occurred to date. To the extent that the Budget Committee deals with other specific items, or with the consolidated school budget, no recusal will be necessary and I intend to participate fully.

You may recall that upon inquiry by Mr. Dave Perry at the Budget Committee meeting of February 17, 2009 that I expressed this position on the record verbally. This letter reiterates my position in writing.

I respectfully request that these documents be included in the official record of the committee, with reference of their submission noted in the minutes.

Thank you kindly.

B



Robert Coulter

Signed Under Penalty of Perjury This Seventh Day of March, 2009

Copy to: Rhode Island Ethics Commission

Rec'd 3/12/09  
Jeff Caron  
Chairman

Danielle Coulter  
Robert Coulter  
34 Lawton Avenue  
Tiverton, Rhode Island 02878

(401) 525-0469

March 7, 2009

Rhode Island Ethics Commission  
40 Fountain Street  
Providence, Rhode Island 02903

Dear Commission:

We write to respectfully request an advisory opinion as relating to our duties as elected officials in the Town of Tiverton. Danielle Coulter serves on the Tiverton School Committee and Robert Coulter serves on the Tiverton Budget Committee. Both of us were elected (for the first time) on November 4, 2008.

As one of five School Committee members, Danielle Coulter receives a stipend of \$100 per month pursuant to authority predating her election. Budget Committee members receive no compensation for their service.

The stipend amount is a nominal \$100 per month and has been that amount for quite some time. The Superintendent of the Tiverton school district reports that the stipend has been \$100 per month for at least as long as the eleven years he has been in Tiverton. The monthly stipend is but one item in a school budget of approximately \$26 million. Together with the school budget, the consolidated town budget approaches or exceeds \$43 million.

As for the school budget, the School Committee transmits its recommended budget to the Budget Committee for consideration. The Budget Committee then presents its recommendation to the electors of the financial town meeting. Pursuant to the town charter, it is the electors of the financial town meeting, not the members of either the school or budget committee, that actually approve the town budget.

Robert Coulter intends to file a Statement of Conflict of Interest with his presiding officer at the next Budget Committee meeting which is anticipated to be Wednesday, March 11, 2009. This Statement will notice his recusal as to any participation as to any specific discussion relating to stipends for School Committee members.

Danielle Coulter intends to file a letter asking for her stipends payable for the fiscal year beginning July 1, 2009 to be withheld until resolution of this inquiry before you. Her letter is expected to be delivered to her presiding officer at the School Committee meeting scheduled for Tuesday, March 10, 2009.

It would seem ridiculous if Robert Coulter would not be able to vote upon the consolidated school budget or non-stipend items when school committee members such as Danielle Coulter can themselves. Of course, not allowing the School Committee to consider the school budget because it includes one line item for their stipend would lead to the absurd result where the a school committee could not act on its own budget. We also note the tiny, perhaps de minimis, effect of a small, unchanged annual stipend of \$1200 among a \$26 million total school budget. We also note that Danielle Coulter is one member of five, all of whom are treated alike.

R.I. Gen. Laws § 36-14-5 prohibits activities only where there is a *substantial* conflict, which this situation is not. Regulation 36-14-5004(b)(3)(C) also indicates that:

a person subject to the Code of Ethics may participate in discussions or decision-making relative to approving or rejecting the entire budget as a whole, provided that the person within his or her family or household member is impacted by the entire budget as a member of a significant and definable class of persons, and not individually or to any greater extent than any other similarly situated member of the class.

Furthermore, Advisory Opinion 2004-4 appears particularly instructive. There, the petitioner was a member of a town council and his spouse was a teacher in that town's school system. The Commission did not prohibit the petitioner from acting on the school budget as a whole. The facts here are even more favorable towards participation because, of course, a \$100 monthly stipend is but a tiny fraction of what a full-time teacher receives as compensation and benefits.

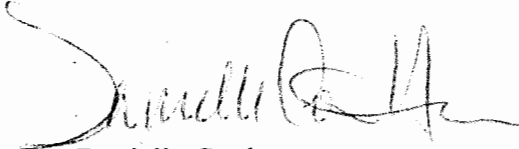
We feel the law is clearly settled in our favor and that any complaints against us would be frivolous under R.I.G.L. § 36-14-5(k). We also note that Danielle has discussed this issue with your staff informally at your statewide presentation to school committee members a few months ago ("School Committee 101") and also over the telephone yesterday. While we apologize for having to unnecessarily further consume the time and resources of the Commission, given the heightened political contentiousness in Tiverton and the expressed concern of certain members of its Budget Committee, we feel no other course but to press for formal confirmation.

Unless and until we are guided otherwise by the Commission, both of us intend to participate as to the general school budget and any specific matters that do not involve compensation for School Committee members. We similarly intend to participate as electors at the financial town meeting. If you could please issue an advisory opinion as to these positions, it would be greatly appreciated. The specific questions include:

- 1) May Tiverton school committee members participate on the school committee as to the school budget that includes a stipend for the members?
- 2) May Tiverton school committee members participate as electors in the financial town meeting as relating to the school budget which includes a stipend for members?
- 3) May a Tiverton budget committee member, whose spouse is on the school committee, participate on the budget committee as to the school budget generally and for all specific items other than a stipend for school committee members?

- 4) May a Tiverton budget committee member, whose spouse is on the school committee, participate as an elector at the financial town meeting as to the school budget generally and for all specific items other than a stipend for school committee members?
- 5) If Robert Coulter's refusal of participation in any specific item as to school committee stipends is inadequate, is the conflict cured by the voluntary relinquishment of stipend by Danielle Coulter?

Thank you kindly,

A handwritten signature in dark ink, appearing to read 'Danielle Coulter', with a stylized flourish at the end.

Danielle Coulter

A handwritten signature in dark ink, appearing to read 'Robert Coulter', with a horizontal flourish at the end.

Robert Coulter

Copy to:      School Committee, Town of Tiverton  
                    Budget Committee, Town of Tiverton



Danielle Coulter  
34 Lawton Avenue  
Tiverton, Rhode Island 02878

(401) 525-0469

March 7, 2009

Mr. Jan Bergandy  
Chairman  
School Committee  
Town of Tiverton  
Tiverton, Rhode Island

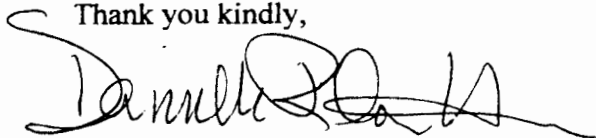
VIA HAND DELIVERY AT THE TIVERTON SCHOOL COMMITTEE MEETING OF  
MARCH 10, 2009

Dear Chairman Bergandy:

Please accept this letter as my written request to cause my stipend compensation, if any may become so authorized for the fiscal year beginning July 1, 2009 and ending June 30, 2010, to be held back until resolution of my March 7, 2009 request for an advisory opinion (copy attached) from the Rhode Island Ethics Commission.

Upon favorable resolution from the Ethics Commission, I will request the release of any stipends that may have accrued on my behalf. Please kindly include this letter in the official record of the Committee with reference made thereto in the minutes.

Thank you kindly,

A handwritten signature in black ink, appearing to read 'Danielle Coulter', with a stylized flourish at the end.

Danielle Coulter

Copy to: Rhode Island Ethics Commission  
Budget Committee, Town of Tiverton

**Advisory Opinion No. 2009-4**

Re: Dwight T. Farrar

**QUESTION PRESENTED:**

The Petitioner, a member of the Scituate Town Council, a municipal elected position, requests an advisory opinion regarding whether the Code of Ethics restricts his participation in Town Council and Budget Committee hearings and meetings relative to the school and/or town budget, given that his spouse is employed as a teacher in the Scituate school system.

**RESPONSE:**

It is the opinion of the Rhode Island Ethics Commission that the Code of Ethics does not prohibit the petitioner, a member of the Scituate Town Council, a municipal elected position, from participating in Town Council and Budget Committee hearings and meetings that relate to approving or rejecting the entire school and/or town budget as a whole, notwithstanding the fact that the petitioner's spouse is employed as a teacher in the Scituate school system.

The petitioner is a member of the Scituate Town Council ("Town Council"). He represents that the members of the Town Council, along with the Town Clerk and Town Treasurer, act as the Town's Budget Committee. The petitioner states that his wife is an elementary school teacher in Scituate. Given his wife's employment by the school department, the petitioner asks whether he can participate in the separate Town Council and Budget Committee reviews of the overall school and town budget.

The petitioner describes the town's budgetary process as follows: Each year the school superintendent prepares a proposed school budget that is submitted to the School Committee. Upon its approval, the School Committee then presents the school budget to the Budget Committee. The Budget Committee may approve the bottom line figure requested by the School Committee, or it may remand the budget to the School Committee with instructions to reduce the total amount requested. The petitioner states that the Budget Committee has no authority to alter any proposed line items, such as teachers' salaries or benefits; that decision-making is left to the School Committee. Once the school budget is approved, it is absorbed into the entire town budget that is presented by the Budget Committee to the Town Council. The Town Council then has an opportunity to review the entire budget, which now includes the school budget. The petitioner states that the Town Council, like the Budget Committee, has no authority to alter or amend any of the school budget line items. The Town Council approves a final budget that is presented to the residents of Scituate at a financial town meeting, where the entire budget can be approved by a majority vote of those in attendance.

Commission Regulation 36-14-5004 specifically addresses the question raised by the petitioner. It reads, in pertinent part:

(3) Participation in Budgets.

(A) General Prohibition. No person subject to the Code of Ethics shall participate in discussion or decision-making relative to a budgetary line item that would address or affect the employment, compensation or benefits of any person within

his or her family or a household member.

(B) Specific Line Items. Notwithstanding the prohibition set forth in subsection 3 (A), a person subject to the Code of Ethics may, only in accordance with particular instructions and advice received from the Ethics Commission in a written advisory opinion, participate in discussion or decision-making relative to a budgetary line item that addresses or affects the employment, compensation or benefits of any person within his or her family or a household member as a member of a significant and definable class of persons, and not individually or to any greater extent than any other similarly situated member of the class.

(C) Vote on Entire Budget. Notwithstanding the prohibition set forth in subsection 3(A), a person subject to the Code of Ethics may participate in discussion or decision-making relative to approving or rejecting the entire budget as a whole, provided that the person within his or her family or household member is impacted by the entire budget as a member of a significant and definable class of persons, and not individually or to any greater extent than any other similarly situated member of the class.

Commission Regulation 36-14-5004(a)(3).

Here, the petitioner has expressly represented that his participation in the separate Budget Committee and Town Council reviews of the school and/or town budget will not involve any discussion of particular line items. Rather, the role of both entities is to approve or reject the entire budget as a whole. To the extent that such decision-making affects his spouse, it is an indirect impact shared by all teachers or, more globally, all school department employees. The petitioner's spouse is not singled out individually, and will be impacted by the decisions of the Town Council and Budget Committee to no greater or lesser extent than any other similarly situated school employee. See Regulation 36-14-5004(b)(3)(C).

For all of the above reasons, we are of the opinion that the Code of Ethics does not prohibit the petitioner from participating in Town Council and Budget Committee hearings and meetings relative to the school and/or town budget. This is consistent with our past opinions on similar questions presented. See A.O. 2005-17 (Portsmouth Town Council member may vote on Town Budget notwithstanding that his spouse was employed as a teacher in the Town); A.O. 2002-44 (Warwick City Councilor, whose spouse was employed by the Warwick School Department, may participate in and/or vote on the Town budget even if it includes matters related to school budgets and school issues generally, provided that he did not participate in and/or vote on specific matters related to personnel issues affecting his spouse).

However, although the petitioner is permitted to participate in the overall decisions to approve or reject the school and/or town budget, the Commission is aware that a general discussion can quickly devolve into a more narrow review of specific items. The petitioner must be vigilant in identifying such instances where a general conversation begins to focus on employee issues that are likely to financially impact his spouse. In such circumstances, the petitioner must recuse from further participation in accordance with R.I. Gen. Laws § 36-14-6 or, if possible, seek further guidance from the Ethics Commission.

Code Citations:

Regulation 36-14-5004

Related Advisory Opinions:

A.O. 2007-30

A.O. 2005-17

A.O. 2002-44

Keywords:

Budgets

Family: Public Employment

Nepotism

Statement of Conflict of Interest  
pursuant to R.I. Gen. Laws § 36-14-6

I Cynthia Nebergall, holding the position of

Member, Town of Tiverton Budget Committee, hereby under oath depose and say:  
(job title or appointed/elected position and name of board/commission/agency/department)

1. A matter involving the proposed budget for the Town of Tiverton Municipal Court  
is presently before the Town of Tiverton Budget Committee.  
(name of board/commission/agency/department)

2. I have the following interest in the matter noted in paragraph 1 above:  
My husband, G. Scott Nebergall, is the Town of Tiverton Municipal Court Judge.

3. [Please select one of the following]:

- ☒ A. In compliance with R.I. Gen. Laws § 36-14-6(1), I hereby recuse from participating in the discussion of or taking official action relating to said matter. (This does not prohibit participation as a member of the public in an open meeting, pursuant to Commission Regulation 7003.)
- ☐ B. In compliance with R.I. Gen. Laws § 36-14-6(1), I hereby state that despite the interest described above, I believe I am able to participate fairly, objectively and in the public interest regarding said matter for the following reasons:

Signed under the penalties of perjury this 10<sup>th</sup> day of March, 2009.

C. Nebergall  
Signature

Jeff Co  
Chairman  
3/12/09

**URSILLO, TEITZ & RITCH, LTD.**  
**Counsellors At Law**

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(at South Main Street)  
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Jeanne M. Scott \*  
Christina Senno\*  
Also admitted in MA \*, CT†

*Budget Committee*  
*12 March 09*

zoning@utrlaw.com

## M E M O R A N D U M

**TO:** Hon. Nancy Mello, Town Clerk

**FROM:** Andrew M. Teitz, Town Solicitor

**DATE:** March 12, 2009

**SUBJECT:** Town Charter Effective Date

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You have asked my opinion with regard to the effective date for the amendments to the Town Charter. On November 4, 2008, the voters approved certain amendments. A few weeks later, the Rhode Island Board of Elections certified the November 4 election results to the Town of Tiverton, including the Charter amendment results. Consequently, that date of certification by the Board of Elections is the effective date for those new amendments.

The Constitution of the State of Rhode Island and Providence Plantations, in Article XIII provides for HOME RULE FOR CITIES AND TOWNS, and in Subsection 7 thereof provides for Adoption of charters. It is to be submitted "to the electors of a city or town qualified to vote for general state officers" As to effective date, Section 7 provides: "If said charter is approved by a majority of said electors voting thereon, it shall become effective upon the date fixed therein." Since no date was "fixed therein," it became effective upon the date of certification of the election.

The Charter is ALSO being submitted to the General Assembly for their approval, so that in the event of any conflict between the Charter and a previously existing provision of the General Laws, the Charter will prevail. This is a routine procedure that all towns undertake to add a layer of protection to their future legislative actions.

AMT/del

cc: Town Council (via Town Clerk)  
Town Administrator

T:\Tiverton\Charter\Charter effective date 03-12-2008.doc

Fire Department Analysis - 7 Man Minimum Manning (current staffing)

7 MMM		Hours	24	24	24	24	24	24	24	24	24
FF	TEAM	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8		
4	1									North	
4	2										
4	3										
4	4										
4	4									East	
4	5										
4	6										
4	7										
4	8									South	
4											
4											
4											
32										Plus 4 MY O/T Required	

1	Chief
28	Needed for 7MMM
3	Lieutenants
1	Captain
4	Unallocated available

Requested O/T - 7MMM	
Straight O/T	\$ 225,000
FM Insp O/T	\$ 50,000
Total O/T	\$ 275,000
Avg FF Pay	\$ 46,500
1 YR O/T	\$ 69,750
O/T ManYears	3.94

Budget request is for 4FF above 7 MMM  
plus \$275,000 in Overtime

Fire Department Analysis - 6 Firefighter Staffing

Staffing = 6 FF		Hours	24	24	24	24	24	24	24	24
FF	TEAM	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	
4	1									North
4	2									
4	3									
4	4									
4	5									East
4	6									
4	7									
4	8									
32										Minimal O/T Required

1	Chief
24	Staffed FF
4	Floater / Fire Mrshl Insp
3	Lieutenants
1	Captain
8	Unallocated available

Requested O/T	
Straight O/T	\$ 225,000
FM Insp O/T	\$ 50,000
Total O/T	\$ 275,000
Avg FF Pay	\$ 46,500
1 YR O/T	\$ 69,750
O/T ManYears	3.94

Total Savings ~\$225,000/Justification

1) Minimize O/T by eliminating MM and reducing staffing levels to 6 FF.

2) Use 4 FF as Floaters who can also perform Fire Marshall Inspections.

3) Reduction to 12 sick days will help to reduce demand on FF staffing.

5) Savings of appx \$225,000 in O/T.

4) No Reduction in Force.



Fire Department Analysis - 5 Firefighter Staffing

Staffing = 5 FF		Hours	24	24	24	24	24	24	24	24
FF	TEAM	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	
4	1									North
4	2									
4	3									
4	4									
4	5									East
4	6									
4	7									South
4										
28										Minimal O/T Required

1	Chief
20	Staffed FF
4	Floater / Fire Mrshl Insp
3	Lieutenants
1	Captain
8	Unallocated available

Requested O/T	
Straight O/T	\$ 225,000
FM Insp O/T	\$ 50,000
Total O/T	\$ 275,000
Avg FF Pay	\$ 46,500
1 YR O/T	\$ 69,750
O/T ManYears	3.94

Total Savings ~\$485,000/Justification
1) Minimize O/T by eliminating MM and reducing staffing levels to 5 FF.
2) Use 4 FF as Floaters who can also perform Fire Marshall Inspections.
3) Reduction to 12 sick days will help to reduce demand on FF staffing.
4) Savings of appx \$225,000 in O/T.
5) Savings of appx \$260,000 via Reduction in Force (4 MY including benefits).
6) Additional future savings for liabilities such as pension/etc.

## Police Department Analysis

1	Chief	
1	Deputy Chief	
1	1 Leutenant	
3	Sargents	
2	Detective Sargents	
5	Corporals	
14	Patrolman 1st Class	
1	Patrolman 2nd Class	28
1 to 2	Records Clerk	
5 to 7	Control Center Operators	
1	Police Secretary	
1	Maintenance Mechanic	

Contract Info					
4 Days On	2 Days Off			3 MMM / Shift	
Shift	Time	Lunch	Hrs/Shift	Hrs/6 Days	Hrs/7 Days
1	12PM to 8AM	.5 hr lunch	7.5	30	35
2	8AM to 4PM	.5 hr lunch	7.5	30	35
3	4PM to 12PM	.5 hr lunch	7.5	30	35
				Weeks	52
				Hrs/Year	1820

Avg MY Pay	\$ 52,500
Avg MY O/T Pay	\$ 78,750
O/T Budget Request	\$ 102,000
O/T Man Yr	1.30
O/T Man Hr	2357
O/T Shifts	589
# Officers	28
Avg # O/T Shifts/Officer/Yr	21
# 6 Day Cycles/Year	61

O/T Shift Min Hrs	
Most	4
Court App	4

		By careful mngmt of O/T assignments, nearly all O/T could be absorbed into the 35 hr 6 Day week	
		1.3 Man Yr O/T	\$ 102,000
		1.3 Man Yr Straight Time	\$ 68,250
On Average there are 61 6 day weeks to absorb 21 O/T cycles		<b>SAVINGS</b>	<b>\$ 33,750</b>

### Total Savings ~\$33,750/Justification

- 1) No O/T until 35 hours worked per 6 days = No O/T until 40 hours worked per 7 days (typical in USA)
- 2) Savings of appx \$33,750.
- 3) O/T allocation across staff being management based would enhance savings.
- 4) Elimination of Minimum Manning could yield more savings.
- 5) Reduction to 12 sick days will help to reduce demand on FF staffing.